

# Government Efficiency and Accountability Review (GEAR)

GEAR23 Board Meeting  
May 19<sup>th</sup> 2021



<https://GEAR.Delaware.gov/>

# Agenda

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1. Introductions / Roll call
2. Old Business
  - Review/approve minutes
  - 2021 Schedule
3. New Business
  1. GEAR P3 Awards
  2. DTI Electronic Signatures and Document Workflow Service
  3. GEAR Board and GEAR Field Team
4. Open Topics discussion – Board
5. Public Comment
6. Adjourn

# Introductions

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## Roll Call

# Old Business

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## Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **May 12<sup>th</sup>, 2021***



# Old Business

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## 2021 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	<del>Weds, 1/13 at 10 am</del>	Haslet
March	<del>Tues, 3/16 at 10am</del>	Carvel
May	Weds, 5/19 at 10am	Haslet
July	Tues, 7/13 at 10am	Carvel
September	Weds, 9/15 at 10am	Haslet
November	Tues, 11/16 at 10am	Carvel

# New Business

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- GEAR P3 Task Force meeting
  - Ready in 6 discussion
- Continuous Improvement Training
- Enterprise Services Delivery Update (**NEW**)
- GEAR P3 Awards
  - 2020 award ceremony (virtual)
  - 2021 GEAR P3 Process Innovation and Efficiency Awards
  - 2021 GEAR Trailblazers Awards
- DTI Electronic Signatures and Document Workflow Service
- GEAR Field Team Update (**coming soon**)



# GEAR/DHR Continuous Improvement Practitioner (CIP) Training

- Cohort #1 CIP training concluding
- 22 students
- 21 full or half-day sessions
- Training funded through renewed FSQIF
- Opening nominations for Cohort #2 !

## Lean for Government Workshop with Simulation

Feb 1  
Feb 3

(2 full day training sessions)

## How to Build a Culture that Supports Lean and Continuous Improvement: People Centric Leadership 101

Feb 9  
Feb 11  
Feb 16  
Feb 18

(4 half-day training sessions)

## Lean Event: A Pathway for Improvement: The Tools and Techniques of Continuous Improvement

Feb 22  
Feb 26  
Mar 3  
Ma 8  
Mar 10

(2 half-day and 3 full-day training sessions)

## Project Management Foundations

Mar 23  
Mar 25  
Mar 30  
Apr 1  
Apr 13  
Apr 15  
Apr 20

(7 half-day sessions)

## Change Management Certification

May 11  
May 12  
May 13

## Project Report Out

May 14 - Jun 14



# Enterprise Services Delivery Team

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## Overview

- Many of the Financial Services Delivery Team projects are well underway or moving to completion, new items coming to our attention are enterprise wide in scope
- Revenue volatility (2017 \$400 million deficit, 2021 \$1 billion in federal COVID funds and \$300 million surplus) shows there is still a need to address efficiency and process/productivity improvement in State operations.
- Consolidated the GEAR teams with enterprise-wide activities into one team: Financial Services Delivery Team, Human Resources Delivery and IT Efficiency
- Consolidated team to identify enterprise needs, solutions to meet the needs, and resources to implement solutions





# Enterprise Services Delivery Team

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## Opportunities

- GEAR ESD not looking to take over projects, but to serve as forum to look at how State entities can do things better, collaborate on ideas, and identify resources to support ideas and projects
- Potential areas for project development (where finance, human resources and information technology overlap):
  - Enterprise-wide computer systems
  - State employee training (platforms and courses)
  - Central State land inventory database
  - Centralized core services (human resources, information technology underway)
  - Virtual meeting platforms and policies



# Enterprise Services Delivery Team

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## Operations

- Current enterprise-wide projects being undertaken by GEAR ESD entities:
  - Human Resources Centralization (DHR)
  - Banking Architecture Redesign/Digital Government (OST)
  - Integrated Revenue Administration System (IRAS) (DOF)
  - Centralized State Land Inventory Database (OMB/OSPC)
  - Internal Controls (AOA)
  - Information Technology Efficiency (DTI)
- Next meeting June 15, 2021 (virtual)

# Deep Dive

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## GEAR P3 Awards

# Statewide Recognition Program

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## GEAR P3 Awards Private Sector Partners

JPMORGAN CHASE & Co.



An Exelon Company



# The GEAR P3 Innovation & Efficiency Award

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- This award recognizes and incentivizes outstanding teams of State employees that have used continuous improvement methodologies and disciplined project management techniques to deliver innovative, impactful, sustainable, and efficient business processes and services
- Of the nearly 20 candidates submitted for consideration, two teams have been selected as this year's winners
- The winners will receive a monetary award of up to \$10,000 to be shared within each the team



# GEAR P3 Innovation & Efficiency Award

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## Judicial Information Center COVID Response Team

Administrative Office of the Courts

**Team Lead: Ken Kelemen**

**Nominated By: Karlis Johnson**

- The Judicial Information Center (JIC) responded to the urgent need to convert in-person court hearings to remote environments for the safety of court employees and litigants, while still ensuring the public's constitutional right of access to the Courts
- The team developed and implemented a secure Zoom account for the Courts and created "Zoom Carts" containing all the equipment needed to hold virtual hearings
- These Zoom Carts, used in courtrooms, can be easily moved for other uses. Zoom can be used to record hearings, and, if appropriate, live stream to YouTube for public access.
- JIC deployed 43 carts across the State between May and December 2020.
- Each of Delaware's six Courts -- comprised of 75 courtrooms and 1250 judges and court staff in 24 different buildings -- fulfilled its core mission by resolving the most urgent cases using remote technology
- Going forward, this new platform can be used with the approval of the litigants, thereby affording savings to all parties.

# GEAR P3 Innovation & Efficiency Award

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## Judicial Information Center COVID Response Team

Administrative Office of the Courts

### Team Members

Kenneth Kelemen  
James Weister  
Kevin Bowers  
Amy Whitman  
John Williams  
Saoud Khan

Christopher Minner  
Shawn Facen-Simmons  
James Cole  
Ann Hsu  
Ryan Fontello  
Christopher Talley

Angel Morales  
Stephen Spalluto  
Edward Hall  
Wade Heverin  
Karen Puckham

# GEAR P3 Innovation & Efficiency Award

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## Government Support Services Central Contracting Team

Office of Management and Budget

**Team Lead: Michael Bacu**

**Nominated By: Dean Stotler**

- The COVID-19 pandemic interrupted normal supply chains and created serious shortages of critical supplies and services -- the Government Support Services Central Contract Team created and implemented best practices supporting state agencies and businesses who needed to procure essential items
- The team negotiated contracts for ventilators, non-congregate emergency sheltering, and COVID-19 testing services.
- The team worked across market sectors to purchase needed supplies, including over 28.5 million Personal Protective Equipment (PPE) items, hospital equipment, vaccine supplies, and supplies for to make to make 60,000 Personal Care Kits needed to slow the spread of the virus.
- DEMA Director AJ Schall said, "GSS spent countless hours, not only during the workweek, but over nights, holidays, and weekends, chasing down hundreds of potential leads from all over the globe to ensure that Delaware could respond without concern."





# GEAR P3 Innovation & Efficiency Award

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## Government Support Services Central Contacting Team

Office of Management and Budget

### Team Members

Michael Bacu

Peter Korolyk

Courtney McCarty

Bruce Krug

Lisa Stafford

Steven Chillas

Dennis Smith

Walt Gorman

Carmen Herrera

Ninna Vaughn

Necia Beck

Sandra Fullard

Pamela Barr

Silvia Goddard

Dustin Yerkes

Luci Karnai

Takishia Kiah

Sharelle Crumpton

Sarah Day

Roxanne Parker

Richard Holleger

# The GEAR P3 Trailblazer Award

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- This award is based on the criteria of the GEAR P3 Innovation and Efficiency team award
- The Trailblazer Award recognizes the efforts of individuals or small groups of people – 5 or less
- The Trailblazer Award recognizes the efforts individuals and small teams that have met the following criteria: innovative thinking, having demonstrated significant improvements to the efficiency, effectiveness or quality of a process or program, and for delivering results that are sustainable, scalable, and leverageable
- Of the pool of candidates submitted for this award, the selection committee for the Delaware Award for Excellence and Commitment in State Service identified three for consideration
- Winners recognized with this award will receive a financial incentive of up to \$1,500

# GEAR P3 Trailblazer Awards

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Department of Finance

## Brent Johnson

- Helped to streamline check and cash deposit procedures to reduce reliance on courier service
- Recommended efficiencies that streamlined check and cash deposit procedures to reduce reliance on an expensive courier service
- Streamlined the mail distribution process eliminating paper waste
- Cross trained mailroom staff to ensure coverage during pandemic restrictions
- His recommendations resulted in career development opportunities for employees and better customer service for taxpayers



# GEAR P3 Trailblazer Awards

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Department of Technology and Information

## Kalee Nelson

- Automated security updates for servers saving 90 work hours per month
- Increased system uptime and security by automating updates to databases
- Increased employee productivity while reducing after-hours work
- Created efficient audit process which improves system security



# GEAR P3 Trailblazer Awards

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Department of Safety and Homeland Security  
DEMA COVID-19 Community Testing Team

## Michael O'Malley & Jonathan Rutledge

- Two-person DEMA COVID-19 Community Testing Team
- Held more that 800 testing events and performed more that 500,000 tests since May
- Their work helped ensure that COVID hotspots were quickly controlled



# Statewide Recognition Program

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## 2020 Selection Committees

### **Delaware Award for Excellence and Commitment in State Service**

Secretary Amy Bonner -- *Dept. of Human Resources*

Chief Justice Collin Seitz – *Legislature*

Valerie McCartan – *Senate*

Nancy Hickman – *House of Representatives*

Kimberly Chandler – *Dept. of Safety and Homeland Security*

James Henry – *Past Recipient*

Javonne Hickson – *Employee Representative*

Noris Perdomo – *Employee Representative*

Faith Morris – *AFSME Council 81*

Natalie Keefer – *Bank of America*

### **Governor's Team Excellence**

Secretary Amy Bonner – *Dept. of Human Resources*

Jim Myran – *Dept. of Finance/GEAR*

Secretary Karryl Hubbard – *Dept. of Labor*

Terry Wright – *Dept. of Technology and Information*

Margaret Zimmerman – *Delaware Quality Partnership*

Faith Morris – *AFSCME Council 81*

Natalie Keefer – *Bank of America*

Nancy Shen - *Exelon*

# Deep Dive

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**DTI**

## **Electronic Signatures and Document Workflow Service**



Adobe Sign

# Adobe Sign

Enhancing the modernization of workflows in support of Digital Government

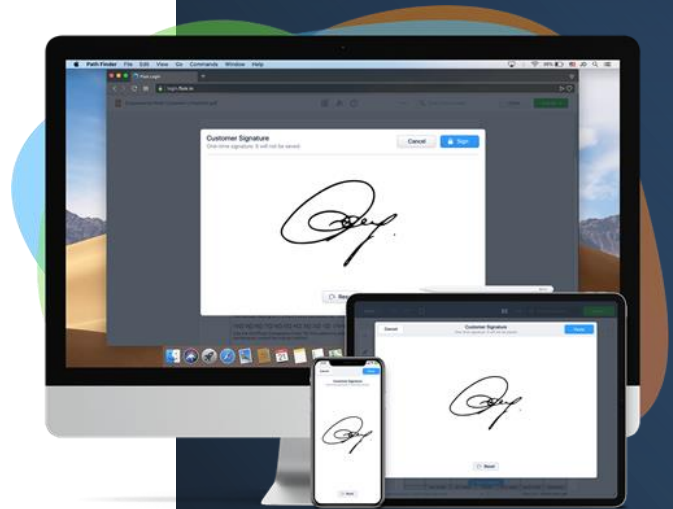




# What is eSignature?

An electronic signature, or e-signature, is a legal way to get consent or approval on electronic documents or forms. One of the most relied upon definitions of an electronic signature is “an electronic sound, symbol, or process attached to or logically associated with a record...adopted by a person with the intent to sign the record.”

**Electronic signatures can be used to replace handwritten signatures in virtually every personal or business process.** Examples include contracts, application forms, new hire onboarding forms, nondisclosure agreements, vendor onboarding documents and RFPs, change authorizations, and government benefits enrollment forms.

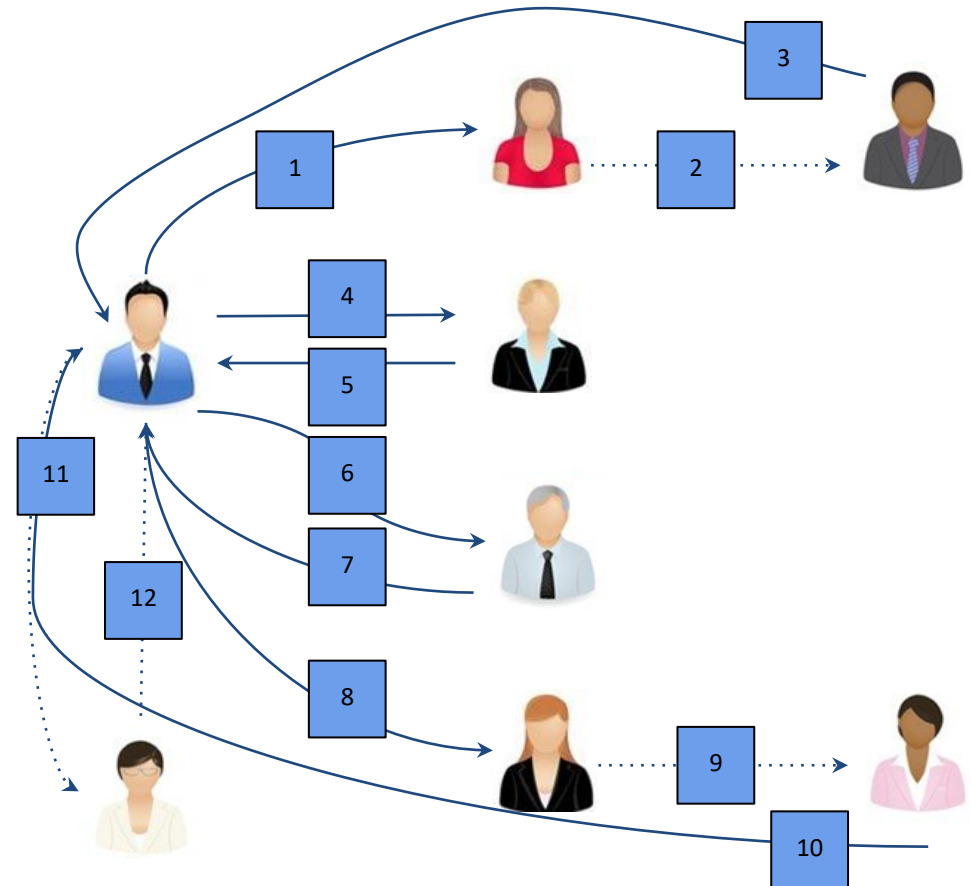


# Manual Workflow Process for Signing Documents

## Current pain points:

- Extremely confusing and inefficient processes (see diagram to the right)
- No standard tools or workflows
- Not remote working friendly
- Many manual steps
- Duplicate data entry & potential of errors
- Little visibility into workflow progress
- Negative environmental impact from using paper processes
- No integration with other document workflow applications

## Steps:

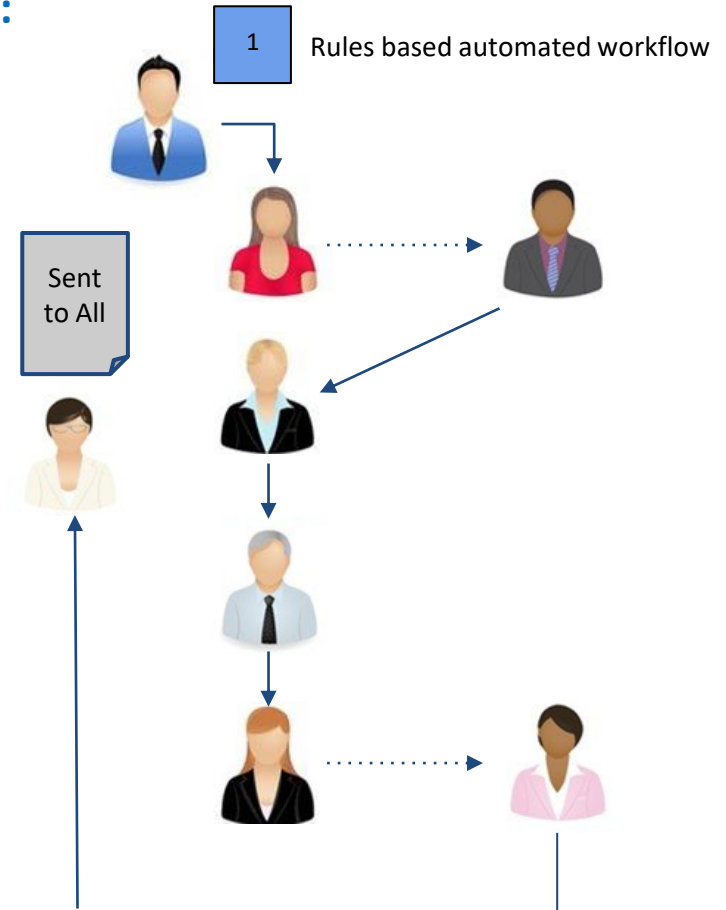


# Adobe Sign Workflow Process

## Value:

- Replaces "wet signatures", manual processes and other costs
- 100% cloud solution with online storage by default
- Maintain digital copy of document that is searchable
- Multi-organization, internal/external and multi-signature workflows
- Electronic signatures are legally valid and enforceable in almost every industrialized country in the world
- Speed up every transaction and process by having recipients e-sign documents.
- Automatic reminders & dashboard with status of document

## Steps:

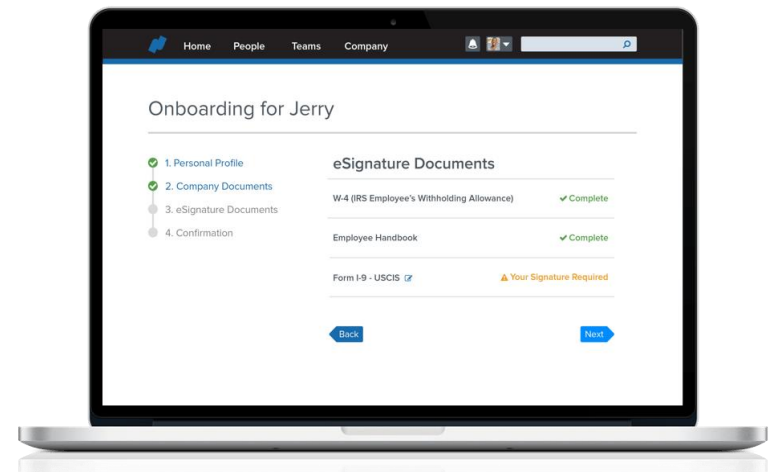


# Use Case - DHR New Employee Onboarding

## Current State - Day 1



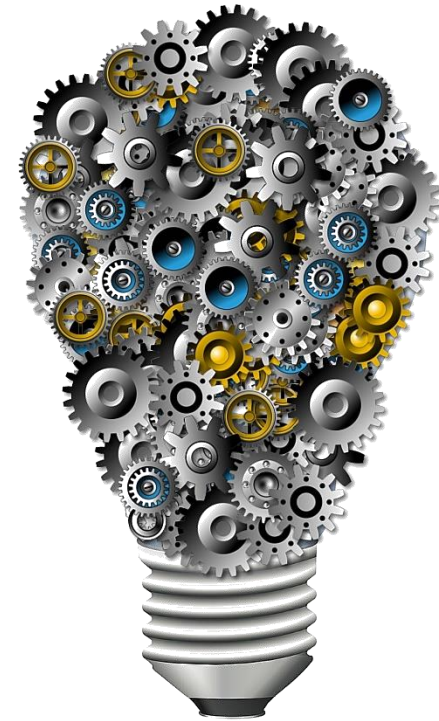
## Future State - Day 1



# Path Forward...

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The Innovation Team will continue to work with the GEAR Field Team focusing on agency process improvement, use case development and agency onboarding.





## Contact Information

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[DTI.Delaware.gov](http://DTI.Delaware.gov)

[DigiKnow.Delaware.gov](http://DigiKnow.Delaware.gov)

# Decisions Impacting Future of GEAR

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*Previously discussed...*

- Expand Board
- Consolidate Focus Area Teams
- Grow GEAR P3 award
- Ready in 6
- GEAR Field Team (GFT) 2.0 

# GFT Projects

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*As reported at GEAR21, November 2020... there are more!*

## **DHSS**

Fleet Analysis and Aris Process Optimization  
Monthly Dashboard

Cares Act Project Management

DMS Procurement Business Process  
Optimization

Leased laptop and VPN access coordination  
project

DHSS Intranet Site update project

## **DNREC**

Department Environment Justice Project

Division of Waste & Hazardous Substance  
Project

Division of Watershed Stewardship, Tax Ditch  
Project

Division of Water Projects

## **OST**

Banking Services project

Merchant Services Payment Card Industry (PCI)  
Project

Digital Government initiative RFP

## **DHR**

FSQIF Continuous Improvement Practitioner  
Project

## **Judicial Branch**

Online Dispute Resolution Project

Family Court Live Chat Project

Zoom Video Conferencing



# Proposal

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- GFT progress reporting to become regular addition to Board meeting agenda
- Summary of initiatives included in New Business
- Deep Dive presentation series to include specific GFT projects
- Board decides support for cross-agency initiatives

- **Open Topics Discussion – Board**
- **Public Comment**

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

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